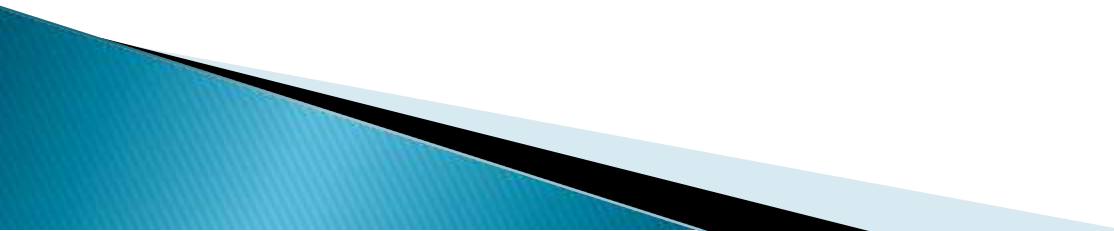# GROUP AND TEAM
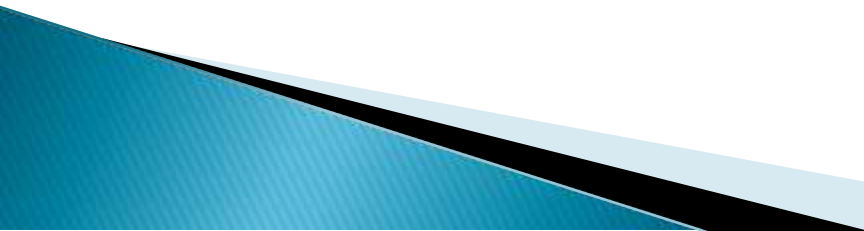
UNIT - 7
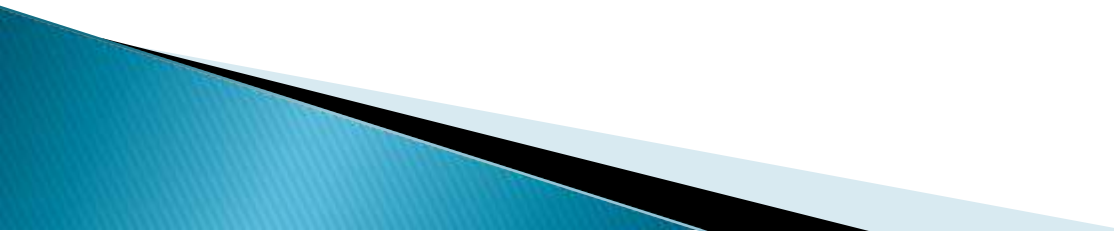
Learning Outcomes

- Meaning of team and group, difference between team and group, importance of team in organization, creating effective team, types of group and team, managing team conflict, position of team work in Nepalese organization

Meaning of Group

- A group is defined as two or more individuals, interacting and interdependent, who have come together to achieve particular objectives.

- It is a group of two or more people who have a common interest and interact with each other to accomplish their objectives.

- It is a combination of individuals, who have regular contact and frequent interaction, mutual influence and common feeling of companionship.

Characteristics of Group

- ❖ Collection of People
- ❖ Interdependence
- ❖ Similar interest
- ❖ Common goals
- ❖ Group unity
- ❖ Accountability
- ❖ Recognition
- ❖ Role differentiation
- ❖ Self-perception
- ❖ Stability

Types of Groups

1. Formal Group
   a) Command Group
   b) Task Group

1. Informal Group
   a) Interest Group
   b) Friendship Group
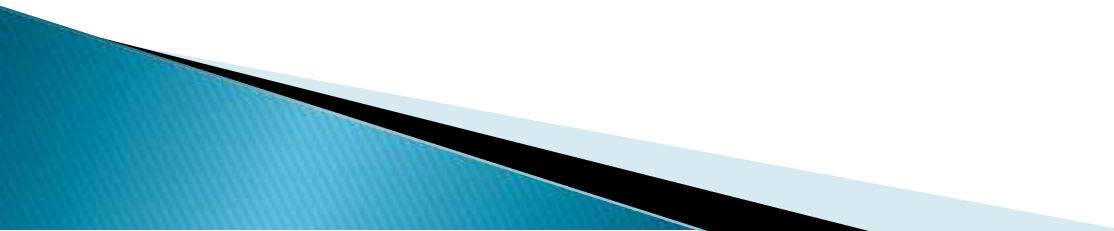
Reasons for group formation

- Security
- Status
- Self-esteem
- Affiliation
- Power
- Achievement

- Socialization of new employees
- Getting the job done
- Decision making
- Communication

Employees' point of view

Organizational point of view

Stages of Group Formation and Development

1. Forming Stage
2. Storming Stage
3. Norming Stage
4. Performing Stage
5. Adjourning Stage

2. Storming

These are my goals, how are they different from yours? How shall we organise ourselves? Here the group conflicts and relationships formed earlier may be disrupted.

1. Forming

How do I fit into the group? What are other people's attitudes? Who will lead?

3. Norming

Let's develop ways to work more closely. Here a sense of group identity is formed and roles are allocated.

5. Adjourning

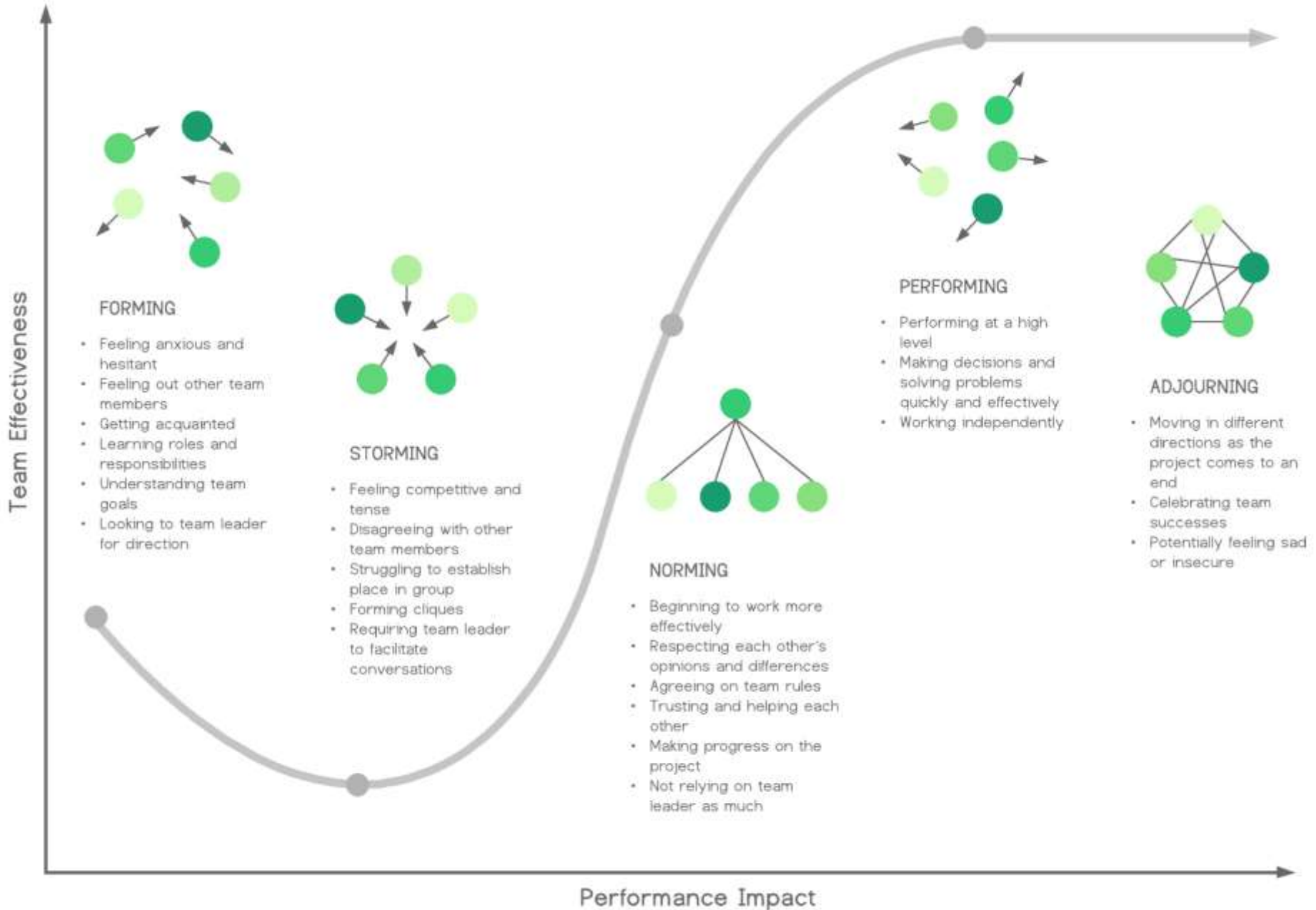Here the group disbands and members reflect on how the group performed.
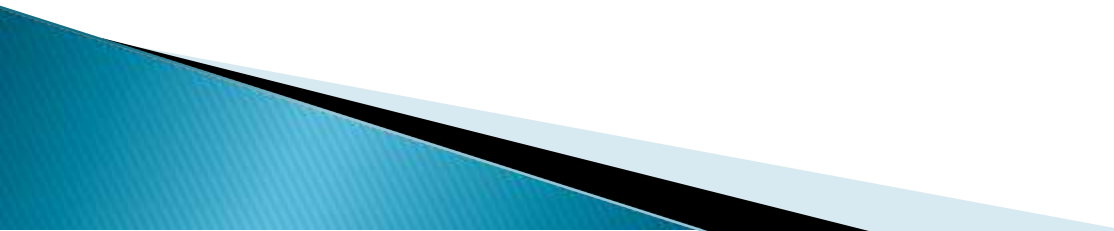
4. Performing

Lets collaborate, or compete in a friendly manner. The group now has an effective structure, and focuses on achieving the tasks.
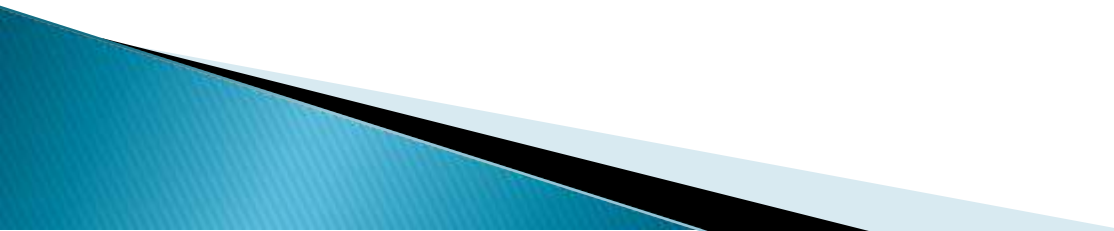
Tuckman's Stages of Group Development

FORMING

- Feeling anxious and hesitant
- Feeling out other team members
- Getting acquainted
- Learning roles and responsibilities
- Understanding team goals
- Looking to team leader for direction

STORMING

- Feeling competitive and tense
- Disagreeing with other team members
- Struggling to establish place in group
- Forming cliques
- Requiring team leader to facilitate conversations

NORMING

- Beginning to work more effectively
- Respecting each other's opinions and differences
- Agreeing on team rules
- Trusting and helping each other
- Making progress on the project
- Not relying on team leader as much

PERFORMING

- Performing at a high level
- Making decisions and solving problems quickly and effectively
- Working independently

ADJOURNING

- Moving in different directions as the project comes to an end
- Celebrating team successes
- Potentially feeling sad or insecure

Team Effectiveness

Performance Impact

Team

- It is a formal group made up of interdependent individuals who are responsible for achieving common objectives.
- It is a group of workers that functions as a unit, often with little or no supervision to carryout organizational functions.
- Team members are mutually accountable for achieving common objectives.
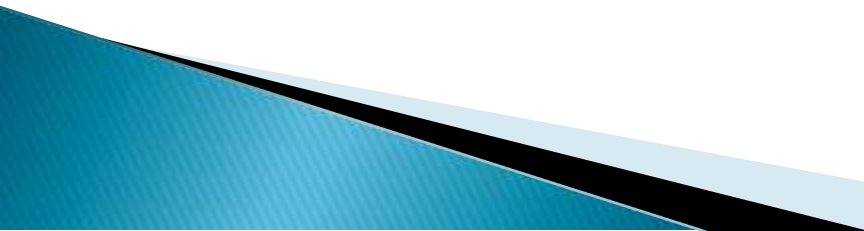- Team generates positive synergy through coordinated efforts.

Characteristics of Team

- Clear and common goals
- Mutual trust
- Negotiation skills
- Rewards
- Action-oriented
- Effective communication
- Decision by consensus
- Flexibility
- Shared leadership
- Synergy

Importance of team in organization

- Attainment of common goal
- Accountability
- Participatory decision making
- Focus on goal
- Interdependency
- Synergy
- Complementary skills
- Creativity and communication

Types of Team

1. **Problem solving team***: temporary teams that meet regularly to discuss their quality problems, investigate the causes of problems, recommend solutions and take corrective actions.*

2. **Self- managed work team:** *also referred to as process teams, these are responsible for producing an entire product, component or service.*

3. **Cross functional team:** *consists of employees of the same hierarchy but from different work areas to develop new ideas, solve problems and coordinate complex projects.*

4. **Virtual team:** *teams operate across space, time and organizational boundaries with members who communicate mainly through electronic technologies*

TYPES OF TEAMS

Problem – solving Teams	• 5-12 members • Same department
Self-Managed Teams	• 10-15 members • Assigned to their former supervisor
Cross- functional Teams	• Member belong to same hierarchical • Having different skills
Virtual Teams	• Computer technology to interface among members • Different places

Difference between group and team

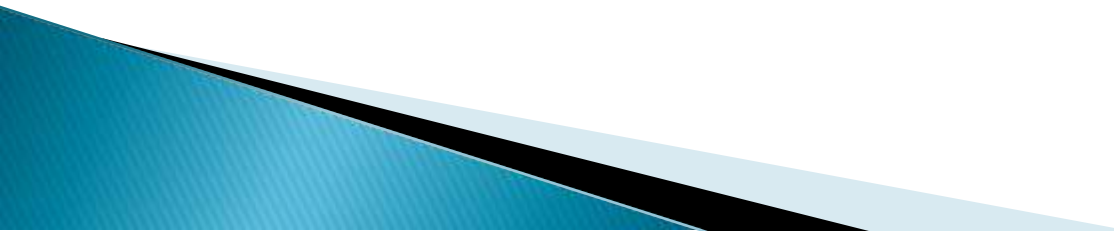| BASIS OF DIFFERENCE	GROUP	TEAM
Meaning	A group is made when independent individuals, having something in common, come together.	A team is that group of interdependent individuals, who join hands for the realization of a specific goal.
Accountability	Individual	Individual and mutual
Decision-Making Authority	Group members	Team leader
Focus On	Individual goals	Team goals
Dependency	Independent members	Interdependent members
Specific Roles Assigned to Individuals	No	Yes
Interpersonal Understanding	Not necessary	Compulsory
Synergy	Neutral or negative	Positive

Creating effective team

The Robbins and Judge Model

Context
- Adequate resources
- Leadership and structure
- Climate of trust
- Performance, evaluation and reward

Work Design
- Autonomy
- Skill variety
- Task identity

Team Effectiveness

Composition
- Abilities of members
- Personality
- Allocating roles
- Diversity
- Size of team
- Member flexibility

Process
- Common purpose
- Specific goals
- Team efficacy
- Conflict levels
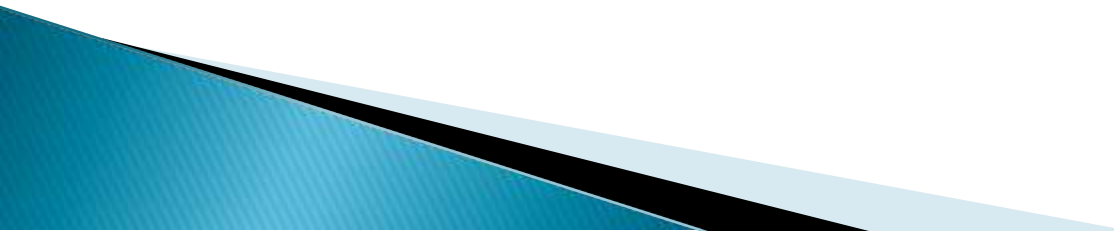
Organizational & team conflict

- Any disagreement of individuals or groups within an organization.
- It is a situation in which two or more parties feel themselves in opposition.
- Team conflict involves incompatible behaviors: one person interfering, disrupting, or making another's actions less effective.
- It is a result of misunderstanding among team members.

Features of organizational conflict

- Difference in goals
- Difference in perception
- Intentional effort
- Two levels (hidden or exposed)
- Different from competition
- Situational
- Not totally avoidable

Types of Organizational Conflicts

A. Individual level conflicts
    i. Intra personal conflict – Goal Conflict & Role Conflict
    ii. Inter personal conflict

B. Group level conflicts
    i. Intra group conflict
    ii. Inter group conflict – Vertical Conflict, Horizontal Conflict, Line & Staff Conflict, Diversity-based Conflict

C. Organizational level conflicts
    i. Intra organizational conflict
    ii. Inter organizational conflict

Managing team conflict

- Task Vs. Relationship Conflict Management Style
- Interpersonal Conflict Management Style
- Structural Conflict Management Style

- Reorganizing
- Increase internal competition
- Hire outsiders
- Change established procedures

- Emotional intelligence
- Cohesive team
- Supportive team norms
- Problem solving conflict management style

Stimulating Task Related Conflict

Minimizing Relationship Conflict

- Accommodating
- Collaborating
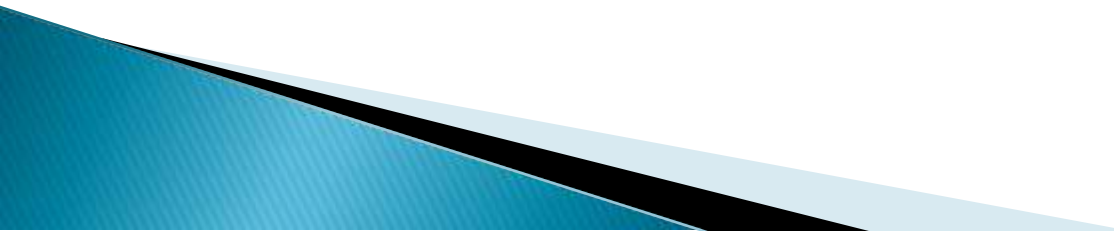- Avoiding
- Competing
- Compromising

- Set super ordinate goals
- Reduce interdependence
- Expand resource base
- Match personalities and work habit of the employees
- Liaison group or integrators
- Appeal to higher authority

Managing Inter Personal Conflict

Structural Solutions to Team Conflict

Position of Teamwork in Nepalese Organizations

1. Sports sector
2. Army and police sector
3. Private sector
   i. Small and medium sized private organizations
   ii. Big and multinational organizations
4. Development projects Public Private Partnership (PPP) sector
5. NGOs/INGOs sector
6. Public enterprises sector
7. Government sector